

DEPARTMENT SUMMARY

MISSION:

The mission of the Graduate School of Business and Public Policy is:

- To Improve the managerial capabilities and leadership qualities of US and international officers and government civilians through graduate education, research, and professional service.
- To develop students' abilities to analyze, think critically, and take intelligent action so they can more effectively carry out their professional responsibilities, and lead their organizations in complex, and sometimes life-threatening, environment.
- To conduct research that supports military decision-making, problem solving, and policy setting, improves administrative processes and organizational effectiveness, contributes knowledge to academic disciplines, and advances the mission of graduate education.
- To provide professional expertise that supports the development of the Naval Postgraduate School, the Departments of Navy and Defense, and other branches of Government, as well as our professional and academic organizations.

RESEARCH MISSION:

Faculty research is an important component of the Graduate School of Business and Public Policy's mission. As such, the school strives to "conduct research that supports military decision making, problem solving, and policy setting, improves administrative processes and organizational effectiveness, contributes knowledge to academic disciplines, and advances the mission of graduate education."

The research program is integrated to the greatest possible extent with the educational process. Students are encouraged to participate in faculty projects, and faculty research results are typically incorporated in classroom instruction.

CURRICULA SERVED:

The Graduate School of Business and Public Policy has primary responsibility for five graduate degrees. The largest degree program is a group of curricula in the Master of Science in Management. The MS in Management program was converted to Defense-focused MBA program in 2001 with the following curricular concentration areas:

- Acquisition Management
- Logistics Management
- Manpower Management
- Financial Management
- Information Management
- Defense Management

Distance learning graduate programs offered by the Graduate School of Business and Public Policy include: Contract Management and Program Management (for Department of Defense civilians at designated off-site locations), which award a Master of Science in Contract Management and a Master of Science in Program Management, respectively; and Leadership Education and Development program (for Company Commanders at the U.S. Naval Academy), which awards a Master of Science in Human Resources Management.

The School's graduate programs achieved the distinction of being one of only two graduate management programs in the country earning dual accreditation by AACSB-the Association to Advance Collegiate Schools of Business and NASPAA-the National Association of Schools of Public Affairs and Administration.

RESEARCH THRUSTS:

The primary goal of the school's research program is to provide the Navy and DoD with the capability of managing defense organizations and programs efficiently and effectively. Therefore, the objective of the school's research effort is to apply existing knowledge base in support of resource utilization decisions, to

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develop new concepts or theory if no such knowledge base exist to support the policy/decision making process, to enhance the relevance of the school's instructional programs, and to involve the students through their thesis or application project work in enhancing their decision making capability.

While concepts and knowledge base are generally divided into different functional areas or disciplines, actual resource utilization decisions or policies often require multi-disciplinary efforts. Therefore, in addition to pursuing functional area research in those disciplines with a critical mass of faculty, the thrust of the school's research program is to conduct cooperative interdisciplinary research in areas where the school is in a strong position to become a leading force in research. It also places the school in a strong position to assist defense policy makers, since it allows for a coordinated, broad-based program under "one roof"—where researchers from diverse fields can share information and findings in a unified and truly systematic fashion.

The faculty of the Graduate School of Business and Public Policy are drawn from a wide variety of academic disciplines in business and public sector management. The diverse, multidisciplinary character of the faculty is reflected in the breadth and depth of issues addressed by faculty research, which has historically been concentrated in areas of interest to the Departments of Defense and Navy. Therefore, faculty research directly enriches the instructional materials used in the curricula in the school. The topics and issues can be grouped into five broad areas:

- Acquisition and Contract Management,
- Logistics and Transportation Management,
- Financial Management,
- Manpower Systems Analysis,
- Organization, systems and Management.

FACULTY:

The research thrusts and faculty in each of the functional areas in the Graduate School of Business and Public Policy are discussed in greater detail in the following sections.

Acquisition and Contract Management. Defense acquisition represents a process of critical importance to the military, not only to reduce taxpayer costs, but to ensure the quality and performance of today's increasingly sophisticated weapon systems. Nevertheless, negligible academic research has been applied to systematically investigate, understand, and model the acquisition process; and current innovations in this domain—such as process reengineering and acquisition reform—are uncoordinated, ad-hoc, and performed largely on a trial-and-error basis. This is the case because many acquisition policy makers and executives have little or no benefit of sound theories to rely upon.

The acquisition group's primary objective is outlined as a multidisciplinary research program, designed to address this dearth of acquisition theory. Generally, research objectives are directed at the following:

- basic theory-building research into critical questions;
- fundamental dimensionality and key attributes associated with defense acquisition; and
- exploring the integrated reengineering and reform of acquisition processes through the development of empirical models, prototyping of advanced technologies, and rigorous analysis of process innovations and regulatory reform.

This research represents seminal scholarly work in the area of defense acquisition and draws from expertise in accounting, contracting, economics, information systems, law, organizational design, public policy, and other academic disciplines. The research program also plans for contributions not only from the NPS faculty, but through collaborative research with faculty from other major universities outside DoD through the External Acquisition Research Program (EARP) initially established by Professor Mark Nissen and currently managed by Professor Ira Lewis. EARP program and projects supported can be seen at the website: <http://www.nps.navy.mil/earp/>.

Logistics and Transportation Management. The primary mission of the Logistics and Transportation Management group is to educate military officers and DoD civilians in state-of-the-art concepts of logistics and transportation management. Emphasis is placed on understanding both military and non-military applications, so that students will be prepared to perform effectively in a military environment and interact

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efficiently with civilian contractors and suppliers. The general research perspective of the group is focused on improving DoD logistics and transportation performance as well as management effectiveness. Major research thrusts in this area include:

- DoD inventory policy;
- inventory and cycle time reduction;
- defense transportation and distribution systems;
- modeling and simulation for logistics decision support;
- reduction of manpower in aircraft and ship maintenance;
- aircraft Component Improvement Program (CIP); and
- sea-based logistics for the Navy and the Marine Corps.

Professor Kevin Gue's project developed throughput and storage system models for crossdocks and transshipment points, with particular application to sea base design in Sea Based Logistics. Professor Keebom Kang focused on using modeling and simulation method to address transportation and inventory issues. His current project addresses sea-based combat logistics of LHD amphibious attack ships. Senior Lecturer Don Eaton (RADM, USN, Ret.) Led a team of thesis students investigating the issues and concerns of aging aircraft and tactics of remediation and amelioration.

Financial Management. Research in the area of financial management has become increasingly important since the end of the Cold War, as defense organizations "downsize" and policy makers exercise renewed efforts to gain maximum utility of shrinking resources at minimum cost. The Financial Management (FM) group has identified four major functional areas as targets of opportunity for future research. These are:

- financial resource policy formulation, analysis and management;
- enterprise resource planning systems;
- financial matters of personnel entrusted with sensitive information;
- cost analysis,
- federal financial reporting and financial statement analysis.

The first of these functional areas—financial resource policy formulation, analysis, and management—covers a range of sub-areas: national defense and national security resource policy and management; resource planning, programming, budgeting, and policy under the Planning, Programming, Budgeting System; and relationships between financial management, contracting, acquisition, and other policy fields. Professors Larry Jones, Jerry McCaffery, and Richard Doyle have the expertise in this area.

Resource planning systems cover the development of systems, such activity-based management systems (ABM) and enterprise resource planning systems (ERP) capable of generating timely and reliable information for operational decisions. Professors Ken Euske continue to be involved in DoN's ERP efforts. Professor Joseph San Miguel were supported by Financial Executive Research Foundation to study the strategic impact of ERP systems.

Recent events of high profile security breach have heightened interest in the financial matter of those entrusted with sensitive information. Since 1998, Professor San Miguel has provided financial expertise to the National Security Agency, U.S. Customs, and the Central Intelligence Agency on the design and evaluation of employee financial disclosures for identifying unexplained affluence and financial stress. His current project applied financial analysis techniques to live data obtained from federal employees in positions of national security in attempt to highlight abnormality.

The research area of cost analysis covers the following: weapon systems and software cost estimation; resource requirement analysis; the cost of new technologies; and cost analysis of major system modifications. Presently, Professor Bill Gates are the most active in this area.

Manpower Systems Analysis. The focus of research in the Manpower Systems Analysis (MSA) group is on *human* resources. Defense manpower policy makers have been faced with many challenges since the end of the Cold War. Key among these challenges were a reduction of the active-duty force by over 30 percent, budget reductions in recruiting and advertising, a steady operational tempo and deployment schedule with fewer people, new missions, declining levels of public and congressional support for the military, increasing pressure to change the "culture" of military service, renewed efforts toward population representation of women and racial/ethnic minorities throughout the force, a seemingly immovable, high rate of first-term attrition among new recruits, declining levels of personnel retention in certain critical areas, a number of high-profile "scandals," and others. As the active-duty force was reduced and missions

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changed, it soon became clear that a smaller military had to be even more skilled and adaptable than the one that witnessed the end of compulsory service and performed so successfully throughout the early 1980s and early 1990s. These challenges confronting defense manpower policy makers are recognized by the MSA group as opportunities for research that will have a lasting impact on the future of the force. MSA research areas can be summarized as follows:

- manpower supply and force requirements;
- improvements in selection and classification of enlisted personnel;
- innovations in recruiting and the application of new technologies;
- improvements in selection of officers and pre-commissioning programs;
- effectiveness of equal opportunity and diversity management programs;
- training effectiveness and efficiency;
- personnel retention in critical fields;
- reduction of first-term attrition rates among enlisted personnel;
- force management and planning, including Reserve components;
- force structure and cost analysis;
- career-force modeling;
- officer promotion and performance; and
- civil-military relations and the All-Volunteer Force;

Professors Mark Eitelberg, Stephen Mehay, and George Thomas are involved in this area.

Organization, Systems and Management. Faculty in this functional area pursue basic and applied research on key management issues at a variety of organizational levels. Individual faculty members are acknowledged experts who publish leading-edge research on a variety of issues. Top management issues include strategic planning, change management, stakeholder analysis, organizational design and the development of culture. Human resource management issues include the design of strategic reward systems, managing gender and diversity issues, managing stress, forming career identities, and alternative strategies to training and education (including distance learning). There is a strong expertise in leadership issues, change management, intrinsic motivation, motivational strategies, empowerment, coaching, communications strategies, conflict management, and constructive uses of power.

RESEARCH CENTERS:

The Graduate School of Business and Public Policy is the “home” of the Center for Recruiting Innovation.

RESEARCH PROGRAM (Research and Academic)-FY2001:

The Naval Postgraduate School’s sponsored program exceeded \$49 million in FY2001. Sponsored programs include both research and educational activities funded from an external source. A profile of the sponsored program for the Graduate School of Business and Public Policy is provided below.

